

2021-2022 Budget Outreach

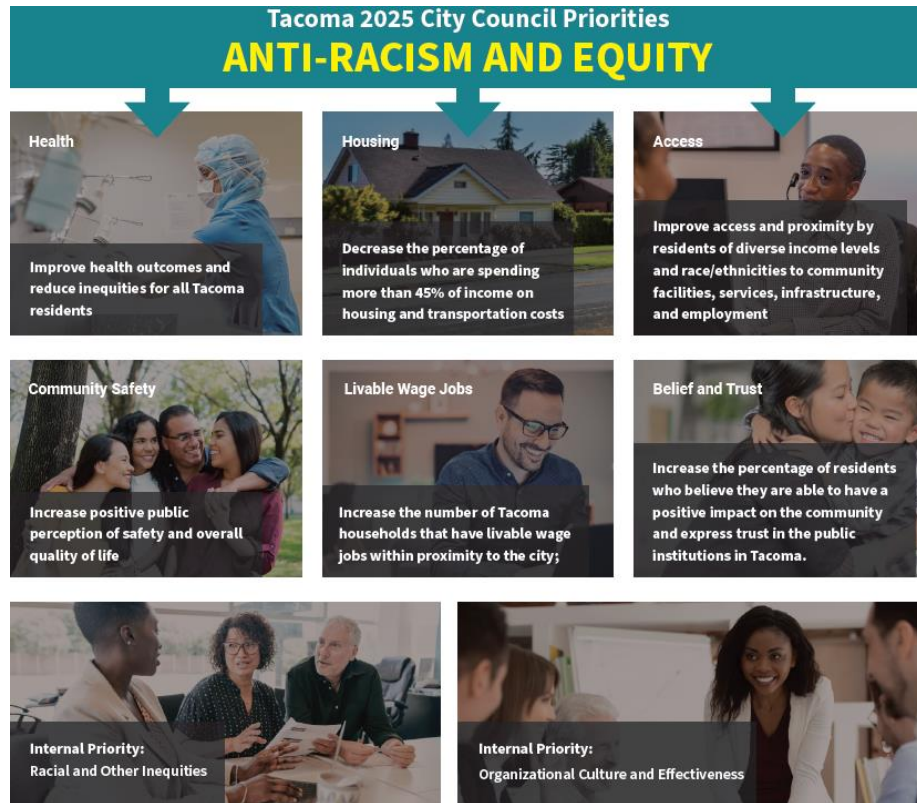
Strategic Planning and Engagement Summary

The process to develop the 2021-2022 Proposed Budget started with Tacoma 2025, the community vision guiding the direction of the City for the next decade. In the 2020 Community Survey, 750 community members of Tacoma shared their priorities with City Council via a randomized phone survey. Through the Community Survey, community members provided feedback on the performance of the City’s services as well as the service impact on the overall perception of quality of life in the community. Additionally, community members identified major issues facing Tacoma over the next five years.

After being presented with the information gathered during the community survey, the City Council met on February 8, 2020, for their Strategic Planning Work Session to discuss and identify their priorities. From that the City Council identified community safety, housing, access, health, livable wage jobs, and belief and trust.

In June of 2020 the City Council passed resolution 40622 which established Anti-Racist System transformation as the prevailing priority for all City services. The final structure is displayed below;

Major Issues Facing Tacoma in the Next Five Years	
Issue	% of Respondents
Homelessness	31%
Overcrowding/Overpopulation	14%
Affordable Housing/Housing Costs	13%
Housing/ Housing Shortage	11%
Crime/Gang Activity/Drugs/Gun Control	10%



2021 -2022 Budget Outreach

While developing the budget engagement strategy for the 2021-2022 Biennial Budget, staff from the Office of Management and Budget sought to ensure that the Budget was a community-driven document and oriented the entire process towards advancing the City Council's Priorities.

Social distancing requirements in response to the COVID-19 pandemic required OMB staff to rethink engagement events over the summer. Typically, staff attend community events and meetings to speak with residents and gather input. With all mass gatherings cancelled for the year, engagement events moved online.

Staff utilized two input tools to gather quantitative input on the City's General Fund Budget and qualitative input on the Council Priorities.

- For quantitative input, a tool called Balancing Act was used to gather input from residents on how to balance the City General Fund Budget. The 2021-2022 General Fund budget started with a \$67.2 M budget deficit, in order to complete the exercise participants had to cut that amount (approximately 15% of expenditures) out of the budget.
- For qualitative input, Survey Monkey questionnaires were used to gather input to better understand what issues influence each of the Council Priorities. Staff analyzed survey responses and categorized responses in to common themes, in many cases multiple themes were identified and the two strongest were included in the categorization.

Both input methods used the City Council Priorities as the framework to gather input and were active starting in late June and through July. The appendices at the end of this document provide a summary of demographics and Balancing Act responses by Council District, average Equity Index score, age, and race.

Promotion

Both tools and online engagement events were promoted through paid Facebook advertisements that ran in English, Spanish, Vietnamese, and Khmer. All engagement opportunities were featured on the City homepage and on the budget development website. Through all these methods, promotional materials were seen by over **37,000 people**.

In July, Staff hosted three online engagement events with city staff and residents. Events were held on July 22nd for City staff and July 23rd and 31st for residents. In total over **500 people** participated. The purpose of the meeting was to explain the budget process and the current challenges the City faces going in to the 2021-2022 budget, explain City services and how they are funded, and explain more deliberately how the Balancing Act tool worked. Results for those meetings were incorporated into the overall results detailed below.

Feedback on Council Priorities:

Each section below summarizes feedback received through the Community Survey, narrative surveys and Balancing Act.

Community Safety

Through the Community Survey, community members indicated that Community Safety was one of the top five major issue facing Tacoma in the next five years (10% of respondents). 77% of Black respondents and 71% of Hispanic respondents indicated that they feel very or somewhat safe in the City of Tacoma, 82% of White respondents indicated this same level of safety. Police Investigations and Patrol were identified as having a high impact on the quality of life, but were rated among the lower performing services.

Across 1,275 narrative surveys filled out by the community on the topic of Community Safety the top themes were as follows:

When asked to identify conditions that **contribute to a sense of safety**:

- 25% mentioned community connections such as knowing neighbors and others in the community, having a support system in the community, and attending community events;
- 18% cited access to social services and healthcare;
- 12% cited emergency services.

When asked to identify features that **make them feel unsafe**:

- 30% cited police presence or overpolicing;
- 14% mentioned crime;
- 7% mentioned the community impact of homelessness.

When asked **what the City should do to improve safety in the community**:

- 28% called for defunding the Police Department;
- 22% asked for the City to invest in social services and health care.

When given the opportunity to balance the 2021-2022 General Fund Budget participants to the City’s Balancing Act tool elected to decrease the amount of funding dedicated towards Community Safety and allocated dollars toward other priority areas. In the table below, Community Safety programs are listed with their starting funding; the colored column shows the average percent change in funding. The Appendices at the end of this document show these tables by Council District, Equity Index, age and race.

Category	Starting Funding	Average % Change
Police Administration, Special Investigations, and Other Operations	\$83.6M	-39.0%
Police Patrol Services	\$71.2M	-37.9%
Police Criminal Investigations	\$28.8M	-19.5%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-19.4%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-16.0%
Fire Administration and Other Operations	\$20.5M	-7.4%
Fire Suppression and Readiness	\$114.9M	-7.4%
Fire Prevention	\$4.4M	-3.1%

Housing

In the 2020 Community Survey, respondents indicated that housing was a significant issue facing Tacoma in the next 5 years. Homelessness was the top issue identified by respondents (31% of respondents). Two of the other top five issues related to housing: housing shortage (13% of respondents) and housing costs (11% of respondents).

Across 503 narrative surveys filled out by the community on the topic of Housing the top themes and takeaways were as follows:

When asked if **housing is available to fit their needs** 36% of respondents replied “no.”


When asked to cite **what was preventing them from finding suitable housing**:

- 70% of respondents mentioned that housing was too expensive;
- 10% of respondents mentioned the lack of living wage jobs.

When asked **what the City should do to support housing**:

- 30% of respondents called for the City to make more affordable housing available;
- 14% of respondents called for rent control;
- 11% of respondents expressed the need to expand housing options.

When given the opportunity to balance the 2021-2022 General Fund Budget participants to the City's Balancing Act tool elected to increase the amount of funding dedicated towards Housing programs.

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	13.9%
Multi-Family Property Tax Exemption	\$132k	26.8%
Human Rights Support	\$542k	71.2%
Homeless Housing Services	\$805k	198.4%
Affordable Housing	\$698k	417.4%

Access

In the 2020 Community Survey, Overcrowding/Population Growth (14% of respondents), street maintenance (9%), traffic (6%), and transit (3%) were all listed as top issues facing Tacoma in the next five years. Street conditions (44% satisfied), traffic signals (71% satisfied), and street lights (72% satisfied) were listed as lower performing services that have a higher impact on quality of life. 76 % of respondents indicated that they were satisfied with walking in their neighbors and 75% were satisfied with the ease of bike travel in their neighbors. 91% were satisfied with the level of arts, cultural and heritage programs in their neighborhoods.

Across 197 narrative surveys filled out by the community on the topic of Access the top themes and takeaways were as follows:

When asked if **needed day-to day services and facilities were accessible**, 26% of respondent’s replied “no.”

When asked **what the City should do to improve access**:

- 26% of respondents mentioned there is a need to improve transportation options. This included things like improving public transportation access, walkability, improving bike access, and improving ADA accessibility;
- 14% of respondents cited the need to improve internet access;
- 12% of respondents desired redirecting funds from the Police Department in order to devote more resources to improving physical access.

When given the opportunity to balance the 2021-2022 General Fund Budget participants to the City’s Balancing Act tool elected to moderately decrease the amount of funding allocated to Access programs and redirected that money to other priority areas.

Category	Starting Funding	Average % Change
Access Other	\$20.7M	-12.7%
Neighborhood Libraries and Library Operations	\$29.4M	-2.8%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-0.2%
Street Maintenance	\$27.3M	1.2%

Health

Through the City’s 2020 Community Survey, community members rated health related services as follows: water, power, garbage and recycling all received rating of 80% satisfaction or higher; Emergency Medical services were rated at 98% satisfaction. The top two social service priorities for the community were homeless services and mental health services.

Across 228 narrative surveys filled out by the community on the topic of Health the top themes and takeaways were as follows:

When asked to identify **what makes for a healthy community**:

- 21% of respondents cited accessible, affordable quality healthcare;
- 15% cited green space and parks;
- 15% called out access to healthy foods;
- 12% mentioned clean air and water.

When asked **what prevents them and the community from having what is needed to feel healthy**:

- 12% cited the inability to access healthcare due to cost;
- 12% cited their inability to access healthy foods in the community;
- 10% mentioned that lack of accessible, affordable, quality healthcare.

When asked **what the City should do to support health**:

- 12% called for the City to subsidize healthcare costs;
- 10% asked for the City to invest more in social services;
- 9% called for the City to redistribute Police funding to other health focused services;
- 9% cited the need to focus on actions that would help address climate change;
- 8% called for more funding for non-motorized transportation facilities;
- 8% asked the City to take a more active role in enforcing public health mandates.

When given the opportunity to balance the 2021-2022 General Fund Budget participants to the City’s Balancing Act tool elected to increase the amount of funding allocated toward Health programs.

Category	Starting Funding	Average % Change
Health and Social Services Other	\$10.5M	29.8%
Homeless Services and Stability Site	\$5.4M	74.8%

Livable Wage Jobs

In the 2020 Community Survey, economic development services was both listed as a higher performing service (70% satisfaction) that also has a high impact on quality of life. Only 17% of respondents indicated that they were very satisfied with the City’s overall economic health while 61% said they were satisfied (bringing total satisfaction to 78%).

Across 334 narrative surveys filled out by the community on the topic of Jobs the top themes and takeaways were as follows:

When asked if **livable wage jobs were accessible** 38% of respondents replied “no.”

When asked **what prevented them from getting a livable wage job**:

- 17% cited the lack of jobs in the area;
- 13% mentioned that available wages were too low;

- 10% mentioned that the cost of living is too high;

When asked **what the City should do to create more access to livable wage jobs:**

- 26% of respondents cited the need to attract, retain and grow business to the City;
- 16% asked the City to raise the minimum wage;
- 15% asked for the City to increase support to programs that prepare residents for living wage careers. This included calls for investment in education, community colleges, and trade specific programs.

When given the opportunity to balance the 2021-2022 General Fund Budget participants to the City’s Balancing Act tool elected to increase the amount of funding allocated toward Jobs programs.

Category	Starting Funding	Average % Change
Tax & Licensing	\$9.4M	-9.6%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	23.8%

Belief and Trust

In the City’s 2020 Community Survey, 54% of the respondents rated their level of confidence with the Municipal Government as excellent or good, which was consistent with the 2018 survey. Only 22% of respondents believed that their participation in civic activities was very impactful or impactful to their communities.

Across 217 narrative surveys filled out by the community on the topic of Belief and Trust the top themes and takeaways were as follows:

When asked **what prevented residents from trusting the City of Tacoma and other local institutions:**

- 14% of respondents mentioned they believe that City employees are not held accountable. Respondents most commonly cited Police Officers as not being held responsible for their actions;
- 13% mentioned that they believe the City does a poor job of representing the community and that special interests have an outsized influence on decision-making;
- 11% mentioned they believe the City does a poor job of keeping promises;
- 10% of respondents cited their distrust of elected officials.

When asked **what the City should do to build trust with the community:**

- 18% asked for the City to do a better job of listening to residents and then follow through with action;
- 17% asked for the City to defund the Police Department;
- 17% called for the City to expand engagement opportunities;
- 10% called for the City to do a better job of sharing power with BIPOC communities.

When given the opportunity to balance the 2021-2022 General Fund Budget participants to the City’s Balancing Act tool elected to increase the amount of funding allocated toward programs that advanced Belief and Trust.

Category	Starting Funding	Average % Change
Council Contingency	\$500k	2.3%
Community Engagement Other	\$1.6M	4.3%
Committees, Commissions, Neighborhood Councils	\$976k	32.0%

Anti-Racism and Transformation

In June of 2020 the City Council passed resolution 40622 which established anti-racist systems transformation as the prevailing priority for all City services. The resolution establishes anti-racist systems transformation as the top priority for budget development and economic recovery following COVID-19. This priority was not called out in the City’s Balancing Act tool. The City strives to provide all services in a way that is anti-racist and advances equity in the community.

Across 419 narrative surveys filled out by the community on the topic of Racial Equity and Anti-Racism the top themes and takeaways were as follows:

When asked what the City should to do **create a more equitable and anti-racist City:**

- 22% of respondents mentioned defunding the Tacoma Police Department;
- 10% called for the City to invest more resources in BIPOC communities;
- 9% mentioned the need to focus on equitable investment in schools;
- 8% called for the City to address housing issues such as affordable housing, sheltering for people experiencing homelessness, and addressing gentrification.

Appendices:

[Appendix A – Demographic summary for summer outreach](#)

[Appendix B – Balancing Act results by Council District](#)

[Appendix C – Balancing Act results by average Equity Index score](#)

[Appendix D – Balancing Act results by age](#)

[Appendix E – Balancing Act results by race](#)

Appendix A
Demographic summary for summer outreach

Narrative Survey Demographics

Responses by Zip Code

98405	(Central)	20%
98406	(North End)	14%
98407	(Pt Defiance/ Ruston)	11%
98404	(Eastside)	9%
98403	(Stadium)	8%
98408	(South End)	8%
98409	(South Tacoma)	6%
98402	(Downtown)	5%
98418	(Lincoln)	5%
98422	(North East Tacoma)	3%

Responses by Race

White/ Caucasian	72%
Rather Not Say	17%
Latino/ Latinx/ Hispanic	7%
Black/ African	6%
Asian	6%
Native American/ Alaska Native	5%
Pacific Islander/ Native Hawaiian	2%
Middle Eastern/ North African	1%

Survey Language

English	98.6%
Spanish	1.3%
Vietnamese	.2%
Khmer	0%

Appendix A
Demographic summary for summer outreach

Balancing Act Demographics

Age Range	% of Total
<18	1%
18-29	18%
30-49	62%
50-69	17%
>70	2%

Race/ Ethnicity	% of Total
White/Caucasian	63%
Rather Not Say	21%
Black/African	6%
Latino/Latinx/Hispanic	4%
Asian	3%
Native American/Alaska Native	2%
Pacific Islander/Native Hawaiian	1%
Middle Eastern/North African	0%

Appendix B
Balancing Act Results By Council District

Balancing Act Responses - Council District 1 – 161 Total Submissions

Community Safety

Category	Starting Funding	Average % Change
Police Administration, Special Investigations, and Other Operations	\$83.6M	-32.9%
Police Patrol Services	\$71.2M	-32.5%
Police Criminal Investigations	\$28.8M	-14.3%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-12.5%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-9.5%
Fire Suppression and Readiness	\$114.9M	-7.2%
Fire Administration and Other Operations	\$20.5M	-6.7%
Fire Prevention	\$4.4M	-3.0%

Housing

Category	Starting Funding	Average % Change
Landlord Tenant Program	\$378k	11.4%
Multi-Family Property Tax Exemption	\$132k	41.6%
Human Rights Support	\$542k	51.7%
Homeless Housing Services	\$805k	126.7%
Affordable Housing	\$698k	228.2%

Appendix B
Balancing Act Results By Council District

Access

Category	Starting Funding	Average % Change
Access Other	\$20.7M	-18.8%
Neighborhood Libraries and Library Operations	\$29.4M	-8.4%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-5.8%
Street Maintenance	\$27.3M	0.9%

Health

Category	Starting Funding	Average % Change
Health and Social Services Other	\$10.5M	16.5%
Homeless Services and Stability Site	\$5.4M	37.5%

Livable Wage Jobs

Category	Starting Funding	Average % Change
Tax & Licensing	\$9.4M	-13.0%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	8.7%

Belief and Trust

Category	Starting Funding	Average % Change
Community Engagement Other	\$1.6M	-2.5%
Council Contingency	\$500k	-2.4%
Committees, Commissions, Neighborhood Councils	\$976k	12.5%

Appendix B
Balancing Act Results By Council District

Balancing Act Responses - Council District 2 – 158 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Patrol Services	\$71.2M	-41.3%
Police Administration, Special Investigations, and Other Operations	\$83.6M	-41.2%
Police Criminal Investigations	\$28.8M	-21.6%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-20.7%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-18.9%
Fire Suppression and Readiness	\$114.9M	-7.9%
Fire Administration and Other Operations	\$20.5M	-7.2%
Fire Prevention	\$4.4M	-3.8%

Housing

Category	Starting Funding	Average % Change 
Multi-Family Property Tax Exemption	\$132k	12.8%
Landlord Tenant Program	\$378k	25.9%
Human Rights Support	\$542k	76.2%
Homeless Housing Services	\$805k	274.0%
Affordable Housing	\$698k	444.0%

Appendix B
Balancing Act Results By Council District

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-6.2%
Neighborhood Libraries and Library Operations	\$29.4M	-1.7%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-0.8%
Street Maintenance	\$27.3M	5.0%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	42.0%
Homeless Services and Stability Site	\$5.4M	82.6%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-5.5%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	33.6%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	-7.1%
Council Contingency	\$500k	5.5%
Committees, Commissions, Neighborhood Councils	\$976k	26.3%


Appendix B
Balancing Act Results By Council District

Balancing Act Responses - Council District 3 – 190 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-45.4%
Police Patrol Services	\$71.2M	-44.7%
Police Criminal Investigations	\$28.8M	-25.1%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-25.1%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-21.3%
Fire Administration and Other Operations	\$20.5M	-8.2%
Fire Suppression and Readiness	\$114.9M	-6.6%
Fire Prevention	\$4.4M	-5.4%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	27.3%
Multi-Family Property Tax Exemption	\$132k	52.2%
Human Rights Support	\$542k	117.1%
Homeless Housing Services	\$805k	289.8%
Affordable Housing	\$698k	712.4%

Appendix B
Balancing Act Results By Council District

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-3.3%
Street Maintenance	\$27.3M	2.9%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	8.2%
Neighborhood Libraries and Library Operations	\$29.4M	8.6%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	45.2%
Homeless Services and Stability Site	\$5.4M	115.5%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-6.2%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	36.6%

Belief and Trust

Category	Starting Funding	Average % Change 
Council Contingency	\$500k	11.4%
Community Engagement Other	\$1.6M	29.1%
Committees, Commissions, Neighborhood Councils	\$976k	50.2%


Appendix B
Balancing Act Results By Council District

Balancing Act Responses - Council District 4 – 95 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-39.5%
Police Patrol Services	\$71.2M	-38.3%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-19.6%
Police Criminal Investigations	\$28.8M	-15.1%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-12.2%
Fire Administration and Other Operations	\$20.5M	-6.9%
Fire Suppression and Readiness	\$114.9M	-6.9%
Fire Prevention	\$4.4M	-1.7%

Housing

Category	Starting Funding	Average % Change 
Multi-Family Property Tax Exemption	\$132k	6.7%
Landlord Tenant Program	\$378k	6.9%
Human Rights Support	\$542k	31.5%
Homeless Housing Services	\$805k	139.9%
Affordable Housing	\$698k	376.4%

Appendix B
Balancing Act Results By Council District

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-13.3%
Street Maintenance	\$27.3M	-0.1%
Neighborhood Libraries and Library Operations	\$29.4M	2.0%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	5.1%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	37.4%
Homeless Services and Stability Site	\$5.4M	78.8%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-10.7%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	18.9%

Belief and Trust

Category	Starting Funding	Average % Change 
Council Contingency	\$500k	-3.4%
Community Engagement Other	\$1.6M	5.4%
Committees, Commissions, Neighborhood Councils	\$976k	11.5%


Appendix B
Balancing Act Results By Council District

Balancing Act Responses - Council District 5 – 95 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Patrol Services	\$71.2M	-36.4%
Police Administration, Special Investigations, and Other Operations	\$83.6M	-35.1%
Police Criminal Investigations	\$28.8M	-16.1%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-14.3%
Fire Suppression and Readiness	\$114.9M	-7.6%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-6.4%
Fire Administration and Other Operations	\$20.5M	-3.9%
Fire Prevention	\$4.4M	4.5%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	5.4%
Multi-Family Property Tax Exemption	\$132k	14.4%
Human Rights Support	\$542k	36.7%
Homeless Housing Services	\$805k	126.6%
Affordable Housing	\$698k	324.8%

Appendix B
Balancing Act Results By Council District

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-13.1%
Neighborhood Libraries and Library Operations	\$29.4M	-9.9%
Street Maintenance	\$27.3M	-0.6%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	0.6%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	12.8%
Homeless Services and Stability Site	\$5.4M	62.1%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-9.6%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	27.8%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	5.6%
Council Contingency	\$500k	7.4%
Committees, Commissions, Neighborhood Councils	\$976k	34.5%

Appendix C
Balancing Act Results By Average Equity Index Score


More information on the Tacoma Equity Index can be found at www.cityoftacoma.org/equityindex

Very High Opportunity Areas – 174 Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-33.5%
Police Patrol Services	\$71.2M	-31.1%
Police Criminal Investigations	\$28.8M	-15.0%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-13.8%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-11.2%
Fire Administration and Other Operations	\$20.5M	-6.6%
Fire Suppression and Readiness	\$114.9M	-6.1%
Fire Prevention	\$4.4M	-2.9%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	5.6%
Multi-Family Property Tax Exemption	\$132k	25.6%
Human Rights Support	\$542k	52.7%
Homeless Housing Services	\$805k	112.0%
Affordable Housing	\$698k	140.2%

Appendix C
Balancing Act Results By Average Equity Index Score

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-17.2%
Neighborhood Libraries and Library Operations	\$29.4M	-7.3%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-6.6%
Street Maintenance	\$27.3M	1.8%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	19.5%
Homeless Services and Stability Site	\$5.4M	40.2%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-12.0%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	5.5%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	-7.5%
Council Contingency	\$500k	-7.0%
Committees, Commissions, Neighborhood Councils	\$976k	10.9%


Appendix C
Balancing Act Results By Average Equity Index Score

High Opportunity Areas – 94 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-37.0%
Police Patrol Services	\$71.2M	-36.7%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-18.5%
Police Criminal Investigations	\$28.8M	-17.7%
Fire Suppression and Readiness	\$114.9M	-9.4%
Fire Administration and Other Operations	\$20.5M	-8.6%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-7.9%
Fire Prevention	\$4.4M	-6.0%

Housing

Category	Starting Funding	Average % Change 
Multi-Family Property Tax Exemption	\$132k	6.7%
Landlord Tenant Program	\$378k	20.4%
Human Rights Support	\$542k	43.2%
Homeless Housing Services	\$805k	274.2%
Affordable Housing	\$698k	434.9%

Appendix C
Balancing Act Results By Average Equity Index Score

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-12.1%
Neighborhood Libraries and Library Operations	\$29.4M	-5.5%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-2.0%
Street Maintenance	\$27.3M	-0.2%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	26.6%
Homeless Services and Stability Site	\$5.4M	78.7%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-7.6%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	39.3%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	-7.2%
Council Contingency	\$500k	14.4%
Committees, Commissions, Neighborhood Councils	\$976k	34.0%


Appendix C
Balancing Act Results By Average Equity Index Score

Moderate Opportunity Areas – 239 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Patrol Services	\$71.2M	-45.6%
Police Administration, Special Investigations, and Other Operations	\$83.6M	-44.7%
Police Criminal Investigations	\$28.8M	-24.7%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-24.1%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-18.1%
Fire Suppression and Readiness	\$114.9M	-7.1%
Fire Administration and Other Operations	\$20.5M	-6.1%
Fire Prevention	\$4.4M	-1.0%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	27.5%
Multi-Family Property Tax Exemption	\$132k	55.0%
Human Rights Support	\$542k	103.3%
Homeless Housing Services	\$805k	249.9%
Affordable Housing	\$698k	647.7%

Appendix C
Balancing Act Results By Average Equity Index Score

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-2.5%
Street Maintenance	\$27.3M	2.4%
Neighborhood Libraries and Library Operations	\$29.4M	3.8%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	7.4%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	46.9%
Homeless Services and Stability Site	\$5.4M	113.0%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-3.7%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	42.2%

Belief and Trust

Category	Starting Funding	Average % Change 
Council Contingency	\$500k	10.6%
Community Engagement Other	\$1.6M	24.9%
Committees, Commissions, Neighborhood Councils	\$976k	44.5%


Appendix C
Balancing Act Results By Average Equity Index Score

Low Opportunity Areas – 122 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-38.0%
Police Patrol Services	\$71.2M	-38.0%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-17.5%
Police Criminal Investigations	\$28.8M	-17.3%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-14.6%
Fire Administration and Other Operations	\$20.5M	-7.5%
Fire Suppression and Readiness	\$114.9M	-7.2%
Fire Prevention	\$4.4M	-4.8%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	16.4%
Multi-Family Property Tax Exemption	\$132k	19.2%
Human Rights Support	\$542k	48.8%
Homeless Housing Services	\$805k	221.8%
Affordable Housing	\$698k	516.7%

Appendix C
Balancing Act Results By Average Equity Index Score

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-18.7%
Neighborhood Libraries and Library Operations	\$29.4M	-7.2%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-0.9%
Street Maintenance	\$27.3M	1.1%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	26.1%
Homeless Services and Stability Site	\$5.4M	57.1%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-15.0%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	19.8%

Belief and Trust

Category	Starting Funding	Average % Change 
Council Contingency	\$500k	-2.2%
Community Engagement Other	\$1.6M	2.6%
Committees, Commissions, Neighborhood Councils	\$976k	14.6%

Appendix C
Balancing Act Results By Average Equity Index Score

Very Low Opportunity Areas – 78 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Patrol Services	\$71.2M	-40.4%
Police Administration, Special Investigations, and Other Operations	\$83.6M	-40.4%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-21.0%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-17.7%
Police Criminal Investigations	\$28.8M	-16.5%
Fire Suppression and Readiness	\$114.9M	-7.6%
Fire Administration and Other Operations	\$20.5M	-6.3%
Fire Prevention	\$4.4M	0.4%

Housing

Category	Starting Funding	Average % Change 
Multi-Family Property Tax Exemption	\$132k	4.7%
Landlord Tenant Program	\$378k	12.1%
Human Rights Support	\$542k	71.9%
Homeless Housing Services	\$805k	179.3%
Affordable Housing	\$698k	387.9%

Appendix C
Balancing Act Results By Average Equity Index Score

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-4.6%
Street Maintenance	\$27.3M	5.0%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	9.1%
Neighborhood Libraries and Library Operations	\$29.4M	11.2%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	32.4%
Homeless Services and Stability Site	\$5.4M	81.0%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-8.2%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	14.4%

Belief and Trust

Category	Starting Funding	Average % Change 
Council Contingency	\$500k	6.9%
Community Engagement Other	\$1.6M	8.8%
Committees, Commissions, Neighborhood Councils	\$976k	31.9%

Appendix D
Balancing Act Results By Age

Ages <18 – 6 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Patrol Services	\$71.2M	-64.2%
Police Administration, Special Investigations, and Other Operations	\$83.6M	-58.3%
Police Criminal Investigations	\$28.8M	-28.3%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-20.0%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-18.3%
Fire Suppression and Readiness	\$114.9M	-10.8%
Fire Administration and Other Operations	\$20.5M	-2.5%
Fire Prevention	\$4.4M	5.8%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	2.5%
Multi-Family Property Tax Exemption	\$132k	11.7%
Human Rights Support	\$542k	307.5%
Affordable Housing	\$698k	441.7%
Homeless Housing Services	\$805k	832.5%

Appendix D
Balancing Act Results By Age

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-5.0%
Street Maintenance	\$27.3M	-2.5%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	0.0%
Neighborhood Libraries and Library Operations	\$29.4M	0.0%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	18.3%
Homeless Services and Stability Site	\$5.4M	256.7%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-5.0%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	64.2%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	-4.2%
Council Contingency	\$500k	3.3%
Committees, Commissions, Neighborhood Councils	\$976k	109.2%


Appendix D
Balancing Act Results By Age

Ages 18-29 – 152 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Patrol Services	\$71.2M	-59.7%
Police Administration, Special Investigations, and Other Operations	\$83.6M	-55.8%
Police Criminal Investigations	\$28.8M	-36.3%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-30.6%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-29.2%
Fire Suppression and Readiness	\$114.9M	-7.3%
Fire Administration and Other Operations	\$20.5M	-3.6%
Fire Prevention	\$4.4M	2.3%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	40.3%
Multi-Family Property Tax Exemption	\$132k	80.0%
Human Rights Support	\$542k	162.9%
Homeless Housing Services	\$805k	331.4%
Affordable Housing	\$698k	660.0%

Appendix D
Balancing Act Results By Age

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	1.6%
Street Maintenance	\$27.3M	10.6%
Neighborhood Libraries and Library Operations	\$29.4M	14.5%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	16.0%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	66.7%
Homeless Services and Stability Site	\$5.4M	154.8%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-3.1%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	57.5%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	38.8%
Council Contingency	\$500k	41.5%
Committees, Commissions, Neighborhood Councils	\$976k	106.4%


Appendix D
Balancing Act Results By Age

Ages 30-49 – 522 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-39.1%
Police Patrol Services	\$71.2M	-38.1%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-19.5%
Police Criminal Investigations	\$28.8M	-17.8%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-13.4%
Fire Suppression and Readiness	\$114.9M	-7.6%
Fire Administration and Other Operations	\$20.5M	-7.4%
Fire Prevention	\$4.4M	-2.9%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	12.4%
Multi-Family Property Tax Exemption	\$132k	23.0%
Human Rights Support	\$542k	61.7%
Homeless Housing Services	\$805k	199.3%
Affordable Housing	\$698k	446.5%

Appendix D
Balancing Act Results By Age

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-11.7%
Neighborhood Libraries and Library Operations	\$29.4M	-2.3%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-0.4%
Street Maintenance	\$27.3M	1.6%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	30.6%
Homeless Services and Stability Site	\$5.4M	71.0%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-8.6%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	22.5%

Belief and Trust

Category	Starting Funding	Average % Change 
Council Contingency	\$500k	-3.4%
Community Engagement Other	\$1.6M	-3.0%
Committees, Commissions, Neighborhood Councils	\$976k	22.3%

Appendix D
Balancing Act Results By Age

Ages 50-69 – 139 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-21.7%
Police Patrol Services	\$71.2M	-14.1%
Fire Administration and Other Operations	\$20.5M	-11.2%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-9.8%
Fire Prevention	\$4.4M	-9.5%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-9.5%
Police Criminal Investigations	\$28.8M	-8.1%
Fire Suppression and Readiness	\$114.9M	-6.6%

Housing

Category	Starting Funding	Average % Change 
Multi-Family Property Tax Exemption	\$132k	-9.7%
Landlord Tenant Program	\$378k	-7.8%
Human Rights Support	\$542k	3.7%
Homeless Housing Services	\$805k	28.8%
Affordable Housing	\$698k	67.9%

Appendix D
Balancing Act Results By Age

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-31.6%
Neighborhood Libraries and Library Operations	\$29.4M	-21.5%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-15.0%
Street Maintenance	\$27.3M	-9.5%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	-7.8%
Homeless Services and Stability Site	\$5.4M	3.7%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-19.7%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	-5.6%

Belief and Trust

Category	Starting Funding	Average % Change 
Council Contingency	\$500k	-15.3%
Committees, Commissions, Neighborhood Councils	\$976k	-10.9%
Community Engagement Other	\$1.6M	-3.9%

Appendix D
Balancing Act Results By Age

Ages >70 – 15 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Patrol Services	\$71.2M	-20.3%
Police Administration, Special Investigations, and Other Operations	\$83.6M	-18.3%
Fire Administration and Other Operations	\$20.5M	-16.7%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-16.0%
Fire Prevention	\$4.4M	-10.7%
Fire Suppression and Readiness	\$114.9M	-9.7%
Police Criminal Investigations	\$28.8M	-9.3%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-7.7%

Housing

Category	Starting Funding	Average % Change 
Multi-Family Property Tax Exemption	\$132k	-34.3%
Human Rights Support	\$542k	4.3%
Landlord Tenant Program	\$378k	5.3%
Homeless Housing Services	\$805k	139.7%
Affordable Housing	\$698k	171.3%

Appendix D
Balancing Act Results By Age

Access

Category	Starting Funding	Average % Change 
Neighborhood Libraries and Library Operations	\$29.4M	-24.0%
Access Other	\$20.7M	-18.7%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-17.3%
Street Maintenance	\$27.3M	-5.0%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	-17.0%
Homeless Services and Stability Site	\$5.4M	-14.3%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-19.7%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	-14.7%

Belief and Trust

Category	Starting Funding	Average % Change 
Council Contingency	\$500k	-33.7%
Committees, Commissions, Neighborhood Councils	\$976k	-15.7%
Community Engagement Other	\$1.6M	-14.7%

Appendix E
Balancing Act Results By Race

Asian – 28 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Patrol Services	\$71.2M	-57.1%
Police Administration, Special Investigations, and Other Operations	\$83.6M	-53.4%
Police Criminal Investigations	\$28.8M	-38.9%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-29.1%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-29.1%
Fire Prevention	\$4.4M	-9.6%
Fire Suppression and Readiness	\$114.9M	-8.2%
Fire Administration and Other Operations	\$20.5M	-3.6%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	20.9%
Multi-Family Property Tax Exemption	\$132k	60.2%
Human Rights Support	\$542k	70.0%
Homeless Housing Services	\$805k	404.5%
Affordable Housing	\$698k	618.6%

Appendix E
Balancing Act Results By Race

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-1.6%
Street Maintenance	\$27.3M	20.7%
Neighborhood Libraries and Library Operations	\$29.4M	23.8%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	28.0%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	91.1%
Homeless Services and Stability Site	\$5.4M	167.1%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-3.9%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	81.4%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	25.4%
Council Contingency	\$500k	53.0%
Committees, Commissions, Neighborhood Councils	\$976k	81.6%

Appendix E
Balancing Act Results By Race

Black/African – 50 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-26.2%
Police Patrol Services	\$71.2M	-24.1%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-14.0%
Police Criminal Investigations	\$28.8M	-11.6%
Fire Suppression and Readiness	\$114.9M	-9.5%
Fire Administration and Other Operations	\$20.5M	-8.8%
Fire Prevention	\$4.4M	-7.4%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	1.5%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	-10.4%
Human Rights Support	\$542k	-2.7%
Multi-Family Property Tax Exemption	\$132k	6.8%
Homeless Housing Services	\$805k	42.4%
Affordable Housing	\$698k	335.7%

Appendix E
Balancing Act Results By Race

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-27.3%
Neighborhood Libraries and Library Operations	\$29.4M	-19.1%
Street Maintenance	\$27.3M	-10.1%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-9.1%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	-6.8%
Homeless Services and Stability Site	\$5.4M	8.2%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-13.8%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	3.3%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	-16.7%
Council Contingency	\$500k	-15.8%
Committees, Commissions, Neighborhood Councils	\$976k	-4.9%


Appendix E
Balancing Act Results By Race

Latino/Latinx/Hispanic – 33 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-43.6%
Police Patrol Services	\$71.2M	-39.1%
Police Criminal Investigations	\$28.8M	-23.2%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-23.0%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-15.2%
Fire Administration and Other Operations	\$20.5M	-8.9%
Fire Suppression and Readiness	\$114.9M	-8.5%
Fire Prevention	\$4.4M	-5.6%

Housing

Category	Starting Funding	Average % Change 
Multi-Family Property Tax Exemption	\$132k	28.0%
Landlord Tenant Program	\$378k	58.2%
Human Rights Support	\$542k	112.0%
Homeless Housing Services	\$805k	226.4%
Affordable Housing	\$698k	599.2%

Appendix E
Balancing Act Results By Race

Access

Category	Starting Funding	Average % Change 
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-7.0%
Street Maintenance	\$27.3M	-3.5%
Access Other	\$20.7M	-1.5%
Neighborhood Libraries and Library Operations	\$29.4M	7.0%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	26.5%
Homeless Services and Stability Site	\$5.4M	97.0%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-4.4%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	17.9%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	0.0%
Council Contingency	\$500k	26.8%
Committees, Commissions, Neighborhood Councils	\$976k	55.5%


Appendix E
Balancing Act Results By Race

Middle Eastern/ North African – 3 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Patrol Services	\$71.2M	-53.3%
Police Administration, Special Investigations, and Other Operations	\$83.6M	-51.7%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-18.3%
Police Criminal Investigations	\$28.8M	-18.3%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-10.0%
Fire Suppression and Readiness	\$114.9M	3.3%
Fire Prevention	\$4.4M	5.0%
Fire Administration and Other Operations	\$20.5M	13.3%

Housing

Category	Starting Funding	Average % Change 
Multi-Family Property Tax Exemption	\$132k	0.0%
Human Rights Support	\$542k	28.3%
Landlord Tenant Program	\$378k	55.0%
Homeless Housing Services	\$805k	65.0%
Affordable Housing	\$698k	185.0%

Access

Appendix E
Balancing Act Results By Race

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	0.0%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	0.0%
Neighborhood Libraries and Library Operations	\$29.4M	0.0%
Street Maintenance	\$27.3M	1.7%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	0.0%
Homeless Services and Stability Site	\$5.4M	136.7%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	25.0%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	118.3%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	0.0%
Council Contingency	\$500k	0.0%
Committees, Commissions, Neighborhood Councils	\$976k	71.7%


Appendix E
Balancing Act Results By Race

Native American/ Alaska Native – 16 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-36.3%
Police Patrol Services	\$71.2M	-35.0%
Police Criminal Investigations	\$28.8M	-22.8%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-11.6%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-10.3%
Fire Suppression and Readiness	\$114.9M	-2.2%
Fire Prevention	\$4.4M	-1.9%
Fire Administration and Other Operations	\$20.5M	-0.9%

Housing

Category	Starting Funding	Average % Change 
Multi-Family Property Tax Exemption	\$132k	-21.9%
Landlord Tenant Program	\$378k	8.1%
Human Rights Support	\$542k	16.9%
Affordable Housing	\$698k	41.6%
Homeless Housing Services	\$805k	53.1%

Appendix E
Balancing Act Results By Race

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-17.8%
Neighborhood Libraries and Library Operations	\$29.4M	-13.8%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-4.1%
Street Maintenance	\$27.3M	3.1%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	-7.8%
Homeless Services and Stability Site	\$5.4M	33.4%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-8.1%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	15.9%

Belief and Trust

Category	Starting Funding	Average % Change 
Council Contingency	\$500k	-16.3%
Community Engagement Other	\$1.6M	-15.9%
Committees, Commissions, Neighborhood Councils	\$976k	-13.1%

Appendix E
Balancing Act Results By Race

Pacific Islander/ Native Hawaiian – 6 Total Submissions
Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-24.2%
Police Patrol Services	\$71.2M	-24.2%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-13.3%
Fire Administration and Other Operations	\$20.5M	-10.8%
Police Criminal Investigations	\$28.8M	-10.0%
Fire Suppression and Readiness	\$114.9M	-8.3%
Fire Prevention	\$4.4M	-3.3%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	1.7%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	-15.0%
Human Rights Support	\$542k	-6.7%
Multi-Family Property Tax Exemption	\$132k	-4.2%
Homeless Housing Services	\$805k	21.7%
Affordable Housing	\$698k	74.2%

Appendix E
Balancing Act Results By Race

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-12.5%
Street Maintenance	\$27.3M	-5.0%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-1.7%
Neighborhood Libraries and Library Operations	\$29.4M	4.2%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	-23.3%
Homeless Services and Stability Site	\$5.4M	-1.7%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-3.3%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	0.8%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	-15.8%
Council Contingency	\$500k	-10.8%
Committees, Commissions, Neighborhood Councils	\$976k	-8.3%

Appendix E
Balancing Act Results By Race

White/ Caucasian – 526 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Patrol Services	\$71.2M	-43.5%
Police Administration, Special Investigations, and Other Operations	\$83.6M	-42.6%
Police Criminal Investigations	\$28.8M	-22.0%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-20.8%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-17.3%
Fire Suppression and Readiness	\$114.9M	-7.0%
Fire Administration and Other Operations	\$20.5M	-6.2%
Fire Prevention	\$4.4M	-0.7%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	23.2%
Multi-Family Property Tax Exemption	\$132k	39.4%
Human Rights Support	\$542k	88.6%
Homeless Housing Services	\$805k	242.5%
Affordable Housing	\$698k	467.5%

Appendix E
Balancing Act Results By Race

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-5.6%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	3.1%
Street Maintenance	\$27.3M	3.3%
Neighborhood Libraries and Library Operations	\$29.4M	3.4%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	43.1%
Homeless Services and Stability Site	\$5.4M	94.4%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-5.5%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	30.2%

Belief and Trust

Category	Starting Funding	Average % Change 
Council Contingency	\$500k	5.6%
Community Engagement Other	\$1.6M	14.9%
Committees, Commissions, Neighborhood Councils	\$976k	39.7%

Appendix E
Balancing Act Results By Race

Rather Not Say – 172 Total Submissions

Community Safety

Category	Starting Funding	Average % Change 
Police Administration, Special Investigations, and Other Operations	\$83.6M	-28.9%
Police Patrol Services	\$71.2M	-21.8%
Code Compliance, Neighborhood Enhancement, Gang Prevention, and Enca..	\$5.7M	-16.2%
Criminal Justice (Jail, Prosecution, Public Defense, and Courts)	\$30.2M	-15.6%
Fire Administration and Other Operations	\$20.5M	-12.2%
Police Criminal Investigations	\$28.8M	-10.3%
Fire Suppression and Readiness	\$114.9M	-8.5%
Fire Prevention	\$4.4M	-8.0%

Housing

Category	Starting Funding	Average % Change 
Landlord Tenant Program	\$378k	-16.2%
Multi-Family Property Tax Exemption	\$132k	-5.7%
Human Rights Support	\$542k	40.3%
Homeless Housing Services	\$805k	92.0%
Affordable Housing	\$698k	271.0%

Appendix E
Balancing Act Results By Race

Access

Category	Starting Funding	Average % Change 
Access Other	\$20.7M	-33.7%
Neighborhood Libraries and Library Operations	\$29.4M	-22.6%
Facility Maintenance, Upgrades, and Real Property Services	\$5.2M	-10.6%
Street Maintenance	\$27.3M	-4.1%

Health

Category	Starting Funding	Average % Change 
Health and Social Services Other	\$10.5M	-3.7%
Homeless Services and Stability Site	\$5.4M	20.5%

Livable Wage Jobs

Category	Starting Funding	Average % Change 
Tax & Licensing	\$9.4M	-23.8%
Business Services, Workforce Partnerships, and Economic Development	\$6.6M	2.1%

Belief and Trust

Category	Starting Funding	Average % Change 
Community Engagement Other	\$1.6M	-22.1%
Council Contingency	\$500k	-13.1%
Committees, Commissions, Neighborhood Councils	\$976k	11.5%